ENVIRONMENTAL APPEALS BOARD

BUSINESS PLAN 2005-2008

206-00053/

INTRODUCTION

Albertans value their environment for the ecological, economic, and social benefits it provides. They expect their water to be safe, their air to be clean, their land to be productive and careful decisions to be made about the protection and management of the environment for generations to come. Alberta businesses expect to be treated fairly and have their matters involving their applications or appeals heard quickly. The Environmental Appeals Board is committed to ensuring businesses and citizens have the opportunity to provide advice respecting environmental decisions recognizing the shared responsibilities of all Albertans for the environment.

Established on September 1, 1993, by the proclamation of *the Environmental Protection and Enhancement Act*, the Environmental Appeals Board provides Alberta citizens and industry with a mechanism to appeal certain decisions made by Alberta Environment. As such, the Board plays an important quasi-judicial role in ensuring the protection, enhancement, and wise management of the environment. In this role, the Board is committed to taking a proactive stance in the fair, impartial, and efficient resolution of all matters before it.

The Board's core business is to hear appeals from applicants and affected participants on decisions regarding environmental approvals, enforcement actions, reclamation certificates, and other matters. The goals of the Board are linked to the core business and goals of the Ministry of Environment and the core business of the Alberta Government being people, prosperity, and preservation. However, in order to maintain its adjudicative objectivity, the Board operates at arms-length from the Department of Environment, allowing it to maintain a necessary degree of independence. The Board is committed to contributing to the sustainable development of Alberta's natural resources for the benefit of Albertans today and in the future.

Social (people), economic (prosperity), and environmental (preservation) effects of major resource development are scrutinized through the Board's review process to ensure that Alberta's renewable resources are sustained, the high quality of Alberta's environment is maintained, and resource development contributes to prosperity. The Board approaches each appeal with an impartial and unbiased view.

The Board continues to find ways of reducing its expenditures, and to conduct our business more efficiently and effectively. With the planned implementation of ISO 9001, Quality Management System, the Board is committed to maintaining quality services and enhancing the appeal process. The Board is extremely committed to ensuring that the appeal process is fair, thorough, timely, and cost-effective.

VISION

The Environmental Appeals Board's vision is to promote a high quality of life in Alberta through the timely and thorough review of environmental decisions.

MISSION

The Environmental Appeals Board will advance the protection, enhancement, and wise use of Alberta's environment by providing fair, impartial, and efficient resolution of all matters before it.

The Board is placed in a unique position in relation to the Department of Environment and the Ministry of Environment. The Board is under the umbrella of the Ministry and reviews and hears appeals regarding decisions made under the *Environmental Protection and Enhancement Act* and the *Water Act* by Directors within the Department of Environment. Being an adjudicative body, the Board operates at arms-length from the government to maintain a necessary degree of independence and impartiality. However, for budgetary reasons and for the purposes of providing the Minister with its decisions and reports once they are completed, and notwithstanding the Board's effort to balance environmental and economic interests, the Board remains aligned with the operations and goals of the Ministry of Environment.

The Board consists of two distinct, yet very interconnected entities: Board members and Board staff. Cabinet appoints Board members while Board staff are employed by the Government of Alberta. Collectively, Board members offer a variety of expertise and knowledge in environmental matters. Their decisions on all appeal matters before them are based on impartial, unbiased, and independent judgment of the evidence placed in front of them. Board members also act as facilitators in mediations. Employed by the Government of Alberta, Board staff embrace the fiscal, environmental, and human resource goals of the government but concurrently remain focused on supporting the objectives and goals of the Board and its operations. Further, Board staff are dedicated to the operating principles of the Board and its mission.

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STRUCTURE

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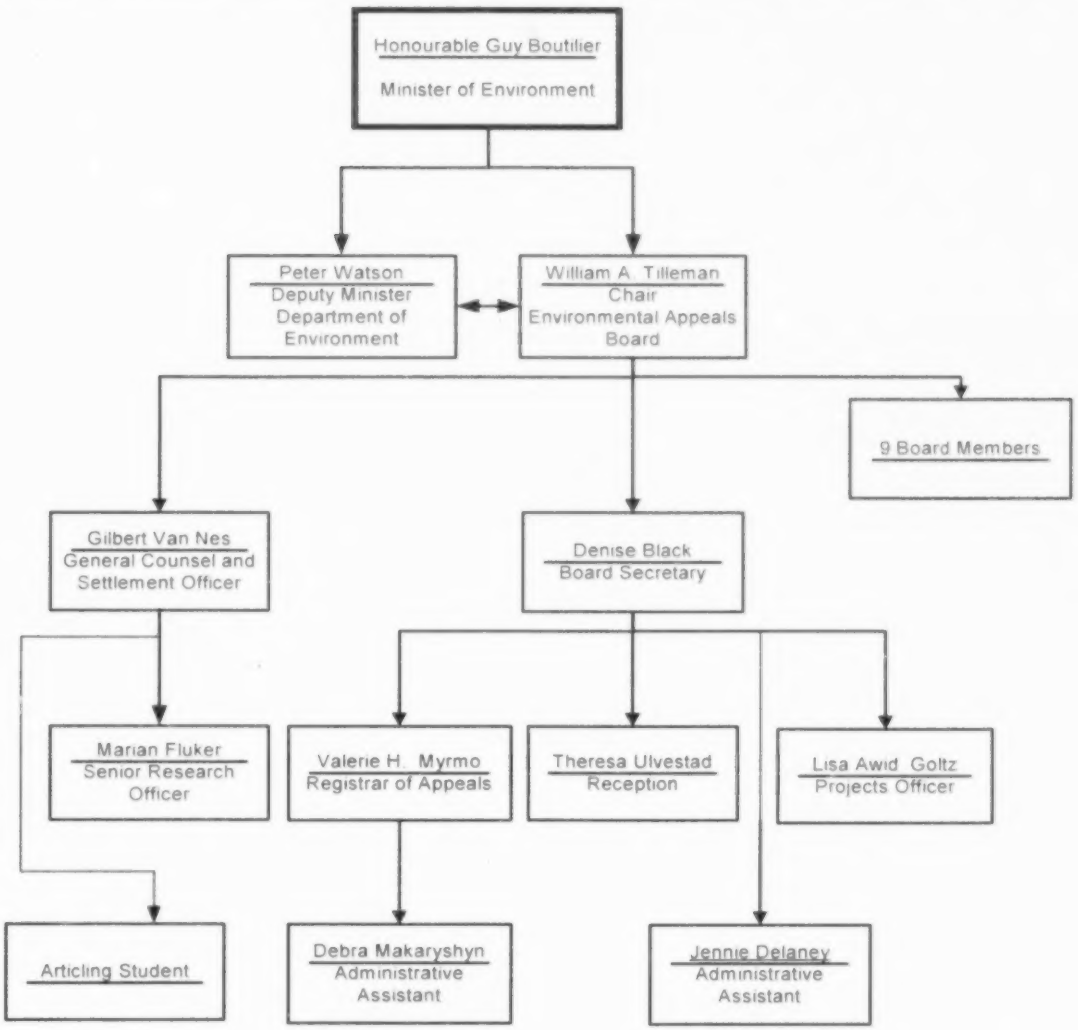
Environmental Appeals Board
Organization Chart



In conducting its business, the Board is guided by its belief in:

Consistent with the legislation, the Board believes that a healthy environment is essential to the integrity of ecosystems and human health and to the well being of Albertans.

The Board hears and processes appeals in a fair and effective manner striving to ensure the wise use of Alberta's renewable resources with the goal that future generations may benefit from them.

The Board shares the responsibility of managing Alberta's natural resources by providing Albertans the opportunity to have a voice through appeal procedures.

The Board ensures information on its mandate and rules and regulations is freely accessible. The Board provides Albertans with the opportunity to become active participants in appeals and hearings through creative processes such as mediation.

The Board hears and processes appeals on the basis of relevant scientific, technological, and environmental information to make fully informed decisions.

Board mediations promote open and collaborative discussions between participants and encourage individuals to come up with their own solutions. Mediation can help increase communication, develop a better understanding of the participants' concerns and offer win-win solutions.

The Board is dedicated to providing excellent service to Albertans in all regions of the province.

The Board values its employees and Board members and strives to provide a working environment where open, honest, and respectful communication is encouraged. The Board also supports its staff in maintaining a healthy, active lifestyle.

CORE BUSINESS

The Board's core business is to hear appeals from applicants and affected participants on decisions regarding environmental approvals, enforcement actions, reclamation certificates, and other matters. The goals of the Board focus on substance, process, community, people, and government and are linked to the strategic vision and goals of the Ministry of Environment. Linkages are apparent through the Board's alternative dispute resolution ("ADR") conferences, which support the Ministry's shift toward a systems approach to environmental management by focusing on building partnerships, as well as working to improve stakeholder involvement. The Board also strongly supports staff development and learning through training opportunities. The Board's business is also aligned with the strategic direction of the Government of Alberta's business plan, which are people, prosperity, and preservation, and the Government of Alberta's strategic plan, which is a guide for government policy and direction over the next 20 years. (Please see Appendix A for linkages.)

The Board continues to work to find ways of reducing its expenditures while maintaining quality service. We continue to look for innovative ways to conduct our business more efficiently and effectively.

The Board is committed to contributing to the sustainable development of Alberta's natural resources for the benefit of Albertans today and in the future.

The goals of the Board focus on substance, process, community, people, and government. These specific goals include:

SUBSTANCE:

Treat all individuals that contact the Board with fairness and respect. Decide matters with impartiality, integrity, and in accordance with principles of natural justice.

PROCESS:

Effective and efficient resolution of all matters before the Board.

COMMUNITY:

Sharing ideas and exchanging information.

PEOPLE:

Board member and staff development.

GOVERNMENT:

The Board will support applicable Government of Alberta initiatives.

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SUBSTANCE: Treat all individuals that contact the Board with fairness and respect. Decide matters with impartiality, integrity, and in accordance with principles of natural justice.

Strategy A: The Board will promote fairness in its mediations.

Performance Measures:

1.0 Provide participants with information on mediation prior to attending mediations before the Board.

Target: 100% of participants provided with information before mediations.

1.1 Provide trained mediators as facilitators.

Target: Board's General Counsel and Settlement Officer will certify training of all new Board Members for mediation.

1.2 Conduct satisfaction surveys at the conclusion of each mediation.

Target: 100% of participants will be sent a survey after mediations.

Strategy B: The Board will provide sound written decisions.

Performance Measures:

1.3 Ensure correctness of Board decisions by monitoring judicial reviews, legal decisions, or other statutory changes.

Target: Yes/No

1.4 Stay updated on relevant law.

Target: Yes/No

1.5 Ensure Board members receive decisions and reports for review.

Target: Provide information to Board members within 3 working days.

1.6 Ensure Board members receive updated legislation relating to the Board.

Target: Provide information to the Board within 2 weeks of legislation becoming publicly available.

1.7 All decisions, excluding Discontinuances of Proceedings (DOPs) reviewed by legal counsel for legal accuracy.

Target: 100% of decisions, excluding DOPs, reviewed.

1.8 Encourage the use of plain language in its decisions.

Target: Yes/No

Strategy C: The Board will provide a fair hearing process.

Performance Measures:

1.9 Provide primary participants with a complete copy of the appeal file in accordance with the law.

Target: 100% of primary participants will receive a complete copy of the appeal file.

1.10 In accordance with the law, provide participants a fair opportunity to present input prior to the Board making its final decision.

Target: 100% of participants will have an opportunity to provide input.

1.11 In accordance with the law, Board hearings and preliminary meetings will be open to the public for viewing only, and appeal files will be made available to the public for viewing.

Target: Hearings and preliminary meetings will be open to the public 100% of the time. Appeal material will be available to the public for viewing 100% of the time.

1.12 Carry out Board processes in accordance with the principles of natural justice and procedural fairness.

Target: Yes/No

1.13 Prepare decisions and reports within legislative time frames.

Target: 95% of decisions will be prepared within legislative time frames.

Strategy D: The Board will strive to continually improve the way it conducts its processes.

Performance Measures:

1.14 Monitor feedback by participants and public on a continual basis.

Target: Yes/No

1.15 Conduct stakeholder consultations as appropriate.

Target: Yes/No

PROCESS: Effective and efficient resolution of all matters before the Board.

Strategy A: The Board will use mediation where appropriate.

Performance Measures:

2.0 Monitor the number of appeals successfully resolved through mediation.

Target: 70% of appeals resolved through mediation.

2.1 Post information related to the mediation process to the Board's website.

Target: Information reviewed 2 times per year and updated if necessary.

2.2 Conduct satisfaction surveys at the conclusion of each mediation.

Target: 100% of surveys sent out.

2.3 Encourage participants to use mediation where appropriate.

Target: Yes/No

Strategy B: The Board will strive to continually improve the way it conducts its business.

Performance Measures:

2.4 Where a problem occurs, staff will meet to develop a solution and apply it to the particular situation, and to Board processes generally where appropriate and necessary. Where necessary, staff will consult and seek approval from the Board.

Target: Yes/No

2.5 Staff will meet regularly to review its appeal processes and identify opportunities for improvement. Where necessary, staff will consult and seek approval from the Board.

Target: Senior staff will meet quarterly to review appeal processes.

2.6 Monitor feedback by participants and public on a continual basis.

Target: Yes/No

2.7 Conduct stakeholder consultations as appropriate.

Target: Yes/No

Strategy C: The Board will work to streamline its procedures.

Performance Measures:

2.8 Consolidate appeals where appropriate.

Target: Yes/No

2.9 Use written versus oral submission processes for matters where appropriate.

Target: Yes/No

2.10 Prepare decisions and reports within legislated timeframes.

Target: 95% of decisions and reports completed within legislated time frames.

Strategy D: The Board will provide information regarding its processes.

Performance Measures:

2.11 Send information packages with respect to filed appeals.

Target: Packages sent within 3 working days.

2.12 Ensure participants to an appeal are sent copies of correspondence, decisions, and reports.

Target: Yes/No

Strategy E: The Board will seek opportunities for innovation.

Performance Measures:

2.13 Examine new technologies as the Board becomes aware of them.

Target: Yes/No

2.14 Keep in contact with other agencies, tribunals, and organizations on new ways to conduct Board business.

Target: Yes/No

COMMUNITY: Sharing ideas and exchanging information.

Strategy A: The Board will provide public presentations and training.

Performance Measures:

3.0 Agree to reasonable requests from the community, government, or business, to make presentations.

Target: Agree to 100% of requests for presentations.

Strategy B: The Board will provide information on the Board to the public.

Performance Measures:

3.1 Maintain and update Board's website on a regular basis.

Target: Update the Board's website on a weekly basis.

3.2 Distribute decisions and reports to legal publications/organizations/ libraries, and others by request.

Target: Distribute requested information 100% of the time.

3.3 Publish public notices regarding Board processes as appropriate.

Target: Publish public notices for hearings 100% of the time.

Strategy C: The Board will establish and maintain contact with other tribunals.

Performance Measures:

3.4 Review websites, business plans, and information of other tribunals.

Target: Yes/No

3.5 Attend relevant conferences and training opportunities when feasible.

Target: Yes/No

Strategy D: The Board will reflect environmental values.

Performance Measures:

3.6 Provide staff with recycling facilities.

Target: Yes/No

3.7 Engage in projects that promote protection of the environment.

Target: Yes/No

PEOPLE: Board member and staff development.[1]

Strategy A: The Board will provide educational opportunities for Board members.

Performance Measures:

4.0 Inform Board members of environmental, ADR, administrative law and technical training initiatives.

Target: Yes/No

4.1 Encourage participation in environmental, ADR, administrative law and technical training initiatives.

Target: Yes/No

Strategy B: The Board will provide staff with educational opportunities.

Performance Measures:

4.2 Inform staff members of various training initiatives.

Target: Yes/No

4.3 Encourage participation in ADR training.

Target: Yes/No

4.4 Encourage use of staff learning account.

Target: 100% of staff will use at least some portion of their learning account.

Strategy C: The Board will encourage staff to hold memberships in relevant organizations.

Performance Measures:

4.5 Inform staff of relevant organizations.

Target: Yes/No

4.6 Provide for memberships in mandatory organizations.

Target: 100% of mandatory memberships will be provided to staff.

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[1] Development initiatives are dependent on Board schedule and finances.

Strategy D: The Board will promote a healthy workplace.

Performance Measures:

4.7 Inform staff of opportunities for wellness training.

Target: Yes/No

4.8 Encourage staff to use learning account for health and wellness initiatives.

Target: Yes/No

4.9 Encourage open, honest, and respectful communication, including being receptive to suggestions and ideas on improving the workplace.

Target: Yes/No

Strategy E: The Board will recognize contributions of its staff.

Performance Measures:

4.10 Provide informal recognition.

Target: Yes/No

4.11 Provide formal recognition.

Target: Yes/No

GOVERNMENT: The Board will support applicable Government of Alberta initiatives.[7]

Strategy A: The Board will support the Government of Alberta's fiscal goals.

Performance Measures:

5.0 Work to maintain a balanced budget.

Target: Yes/No

5.1 Provide financial reporting as requested.

Target: Yes/No

5.2 Promote fiscally responsible spending.

Target: Yes/No

Strategy B: The Board will contribute to the Government of Alberta's Business Plan and goals.

Performance Measures:

5.3 Report to the Ministry of Environment as prescribed in the Memorandum of Understanding between the Minister of Environment and the Chair of the Environmental Appeals Board.

Target: Yes/No

Strategy C: The Board will support applicable cross-ministry initiatives.

Performance Measures:

5.4 Participate in applicable cross-ministry initiatives where requested.

Target: Yes/No

5.5 Seek opportunities to support applicable cross-ministry initiatives.

Target: Yes/No

BUDGET INFORMATION

	2003-04 Actual	2004-05 Target	2005-06 Target	2006-07 Target	2007-08 Target
Operating	959,000	945,000	1,069,000	1,069,000	1,069,000
Capital					
Total	949,751	1,046,000[3]	1,069,000	1,069,000	1,069,000

CONCLUSION

The Environmental Appeals Board is committed to delivering its programs and services to Albertans as outlined in this 2005-08 business plan. The Board remains committed to our mission and conducting business in a fair and efficient manner. On a continuous basis, the Board considers new and improved ways to increase efficiency, effectiveness and satisfy those who come before us. Through these efforts the Board will satisfy our own operational goals but also meet the needs and expectations of the Alberta government and citizens.

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[3] Original budget of $945,000 increased to $1,046,000 by Alberta Environment due to the external factors affecting the Board's workload. Costs will vary with the number of appeals filed. The determination of appeals is a matter that is beyond the Board's control.

As of March 31, 2005, certain Board projects did not proceed. Therefore, part of the Board's increased budget of $1,046,000 will be returned to Alberta Environment.

Government of Alberta Strategic Business Plan	Environmental Appeals Board 2005-08 Business Plan Linkages [4]
Unleashing Innovation Becoming a world leader in innovation, research, development and commercializing new ideas.	**Goal #1 – Substance: Treat all individuals that contact the Board with fairness and respect** and decide matters with impartiality, integrity, and in accordance with principles of natural justice. Strategy A - The Board will promote fairness in its mediations. Strategy D - The Board will strive to continually improve the way it conducts its processes. **Goal #2 – Process: Effective and efficient resolution of all matters before the Board.** Strategy A - The Board will use mediation where appropriate. Strategy B - The Board will strive to continually improve the way it conducts its business. Strategy C - The Board will work to streamline its procedures. Strategy E - The Board will seek opportunities for innovation. **Goal #3 – Community: Effective and efficient resolution of all matters before the Board.** Strategy E - The Board will seek opportunities for innovation. **Goal # 5 – Government: The Board will support applicable Government of Alberta Initiatives.** Strategy B - The Board will contribute to the Government of Alberta's Business Plan and Goals.
Making Alberta the Best Place to Live, Work and Visit Strategies translate into a superior quality of life for Albertans. Making Alberta the best place to live, work and visit means attracting people	**Goal #1 – Substance: Treat all individuals that contact the Board with fairness and respect and decide matters with impartiality, integrity, and in accordance with principles of natural justice.** Strategy B - The Board will provide sound written decisions. Strategy C - The Board will provide a fair hearing process. Strategy D - The Board will strive to continually improve the way it conducts its processes. **Goal #2 – Process: Effective and efficient resolution of all matters before the Board.** Strategy A - The Board will use mediation where appropriate.

to live in Alberta because it provides an environment in which they can contribute their talents and create a quality of life that meets their dreams.	Strategy B - The Board will strive to continually improve the way it conducts its business. Strategy E - The Board will seek opportunities for innovation. **Goal #3 - Community: Effective and efficient resolution of all matters before the Board.** Strategy B - The Board will provide information on the Board to the public. **Goal #4 - People: Board Member and staff development.** Strategy A - The Board will provide educational opportunities for Board members. Strategy B - The Board will provide staff with educational opportunities. Strategy D - The Board will promote a healthy workplace. Strategy E - The Board will recognize contributions of its staff. **Goal #5 - Government: The Board will support applicable Government of Alberta Initiatives.** Strategy B - The Board will contribute to the Government of Alberta's Business Plan and Goals.
Leading in Learning Provides Albertans with opportunities they need to learn, adapt and develop knowledge and new skills. It requires support of opportunities for lifelong learning, developing both skills and knowledge.	**Goal #1 - Substance: Treat all individuals that contact the Board with fairness and respect and decide matters with impartiality, integrity, and in accordance with principles of natural justice.** Strategy A - The Board will promote fairness in its mediations. **Goal #3 - Community: Effective and efficient resolution of all matters before the Board.** Strategy A - The Board will provide public presentations and training. Strategy B - The Board will provide information on the Board to the public. **Goal #4 - People: Board Member and staff development.** Strategy A - The Board will provide educational opportunities for Board members. Strategy B - The Board will provide staff with educational opportunities. **Goal #5 - Government: The Board will support applicable Government of Alberta Initiatives.** Strategy B - The Board will contribute to the Government of Alberta's Business Plan and Goals.

Government of Alberta Cross Ministry Initiatives and Medium-Term Strategic Plans.	Environmental Appeals Board 2005-08 Business Plan Linkages
Aboriginal Policy Initiative "API" To improve the well-being and self-reliance of Aboriginal people and clarify federal, provincial and Aboriginal roles and responsibilities. The API has two long-term goals: 1) individual and community well-being and self-reliance; and 2) clearer federal, provincial and Aboriginal roles and responsibilities.	**Goal #1 – Substance: Treat all individuals that contact the Board with fairness and respect** and decide matters with impartiality, integrity, and in accordance with principles of natural justice. Strategy A - The Board will promote fairness in its mediations. Strategy C - The Board will provide a fair hearing process. Strategy D - The Board will strive to continually improve the way it conducts its processes. **Goal #2 – Process: Effective and efficient resolution of all matters before the Board.** Strategy A - The Board will use mediation where appropriate. Strategy B - The Board will strive to continually improve the way it conducts its business. **Goal #3 – Community: Effective and efficient resolution of all matters before the Board.** Strategy A - The Board will provide public presentations and training. Strategy B - The Board will provide information on the Board to the public. Strategy C - The Board will establish and maintain contact with other tribunals. **Goal #5 – Government: The Board will support applicable Government of Alberta Initiatives.** Strategy C - The Board will support applicable cross-ministry initiatives.
Economic Development Strategy A future of opportunity in a province that is unmatched through ministries working together with business, industry, communities, other governments and public institutions, employees and other stakeholders.	**Goal #1 – Substance: Treat all individuals that contact the Board with fairness and respect and decide matters with impartiality, integrity, and in accordance with principles of natural justice.** Strategy B - The Board will provide sound written decisions. Strategy C - The Board will provide a fair hearing process. Strategy D - The Board will strive to continually improve the way it conducts its processes. **Goal #2 – Process: Effective and efficient resolution of all matters before the Board.** Strategy A - The Board will use mediation where appropriate. Strategy B - The Board will strive to continually improve the way it conducts its business. Strategy C - The Board will work to streamline its procedures. **Goal #3 – Community: Effective and efficient resolution of all matters before the Board.** Strategy A - The Board will provide public presentations and training. Strategy B - The Board will provide information on the Board to the public.

	Strategy C – The Board will establish and maintain contact with other tribunals. **Goal #5 – Government: The Board will support applicable Government of Alberta Initiatives.** Strategy C – The Board will support applicable cross-ministry initiatives.
Rural Development Strategy A framework that will encourage sustained growth in rural Alberta and create opportunities to foster vibrant rural communities. This strategy aims to provide rural communities with the tools, ideas, models, and know-how to empower them and support the creation of opportunities for their communities.	**Goal #1 – Substance: Treat all individuals that contact the Board with fairness and respect and decide matters with impartiality, integrity, and in accordance with principles of natural justice.** Strategy B – The Board will provide sound written decisions. Strategy C – The Board will provide a fair hearing process. Strategy D – The Board will strive to continually improve the way it conducts its processes. **Goal #2 – Process: Effective and efficient resolution of all matters before the Board.** Strategy A – The Board will use mediation where appropriate. Strategy B – The Board will strive to continually improve the way it conducts its business. **Goal #3 – Community: Effective and efficient resolution of all matters before the Board.** Strategy A – The Board will provide public presentations and training. Strategy B – The Board will provide information on the Board to the public. **Goal #5 – Government: The Board will support applicable Government of Alberta Initiatives.** Strategy C – The Board will support applicable cross-ministry initiatives.
Northern Development Strategy A way to enable government to more effectively plan, address and coordinate sustainable development across the region. This includes addressing economic diversification and adding value to our northern-based resources. Challenges include enhancing the educational attainment	**Goal #1 – Substance: Treat all individuals that contact the Board with fairness and respect and decide matters with impartiality, integrity, and in accordance with principles of natural justice.** Strategy B – The Board will provide sound written decisions. Strategy C – The Board will provide a fair hearing process. Strategy D – The Board will strive to continually improve the way it conducts its processes. **Goal #2 – Process: Effective and efficient resolution of all matters before the Board.** Strategy A – The Board will use mediation where appropriate. Strategy B – The Board will strive to continually improve the way it conducts its business. **Goal #3 – Community: Effective and efficient resolution of all matters before the Board.** Strategy A – The Board will provide public presentations and training. Strategy B – The Board will provide information on the Board to the public.

and skill development of northern residents, northern transportation systems and local capacity building.	**Goal #5 – Government: The Board will support applicable Government of Alberta Initiatives.** Strategy C – The Board will support applicable cross-ministry initiatives.
Mineral Development Strategy Framework for orderly, environmentally responsible mineral exploration and development in the province. Most of the strategic directions facilitate mineral exploration and development through existing structures and mechanisms.	**Goal #1 – Substance: Treat all individuals that contact the Board with fairness and respect and decide matters with impartiality, integrity, and in accordance with principles of natural justice.** Strategy B – The Board will provide sound written decisions. Strategy C – The Board will provide a fair hearing process. Strategy D – The Board will strive to continually improve the way it conducts its processes. **Goal #5 – Government: The Board will support applicable Government of Alberta Initiatives.** Strategy C – The Board will support applicable cross-ministry initiatives.
Climate Change Strategy Province's action plan to reduce greenhouse gas emissions relative to GDP by 50 per cent below 1990 levels by 2020.	**Goal #1 – Substance: Treat all individuals that contact the Board with fairness and respect and decide matters with impartiality, integrity, and in accordance with principles of natural justice.** Strategy B – The Board will provide sound written decisions. Strategy C – The Board will provide a fair hearing process. Strategy D – The Board will strive to continually improve the way it conducts its processes. **Goal #3 – Community: Effective and efficient resolution of all matters before the Board.** Strategy A – The Board will provide public presentations and training. Strategy B – The Board will provide information on the Board to the public. Strategy D – The Board will reflect environmental values. **Goal #5 – Government: The Board will support applicable Government of Alberta Initiatives.** Strategy C – The Board will support applicable cross-ministry initiatives.
Securing Tomorrow's Prosperity – Sustaining the Alberta Advantage Strategy with a vision to upgrade primary resources, expand	**Goal #1 – Substance: Treat all individuals that contact the Board with fairness and respect and decide matters with impartiality, integrity, and in accordance with principles of natural justice.** Strategy B – The Board will provide sound written decisions. Strategy C – The Board will provide a fair hearing process. Strategy D – The Board will strive to continually improve the way it conducts its processes.

manufacturing, develop business services and foster knowledge-based sectors.	**Goal #2 – Process: Effective and efficient resolution of all matters before the Board.** Strategy A – The Board will use mediation where appropriate. Strategy B – The Board will strive to continually improve the way it conducts its business. Strategy C – The Board will work to streamline its procedures. Strategy E – The Board will seek opportunities for innovation. **Goal #3 – Community: Effective and efficient resolution of all matters before the Board.** Strategy A – The Board will provide public presentations and training. Strategy B – The Board will provide information on the Board to the public. **Goal #5 – Government: The Board will support applicable Government of Alberta Initiatives.** Strategy C – The Board will support applicable cross-ministry initiatives.
Water for Life: Alberta's Strategy for Sustainability Province's commitment to the wise management of water now and in the future. Strategy represents a new approach to water management and outlines specific actions to address quality and quantity issues.	**Goal #1 – Substance: Treat all individuals that contact the Board with fairness and respect and decide matters with impartiality, integrity, and in accordance with principles of natural justice.** Strategy B – The Board will provide sound written decisions. Strategy C – The Board will provide a fair hearing process. Strategy D – The Board will strive to continually improve the way it conducts its processes. **Goal #2 – Process: Effective and efficient resolution of all matters before the Board.** Strategy A – The Board will use mediation where appropriate. Strategy B – The Board will strive to continually improve the way it conducts its business. Strategy D – The Board will provide information regarding its processes. Strategy E – The Board will seek opportunities for innovation. **Goal #3 – Community: Effective and efficient resolution of all matters before the Board.** Strategy A – The Board will provide public presentations and training. Strategy B – The Board will provide information on the Board to the public. **Goal #5 – Government: The Board will support applicable Government of Alberta Initiatives.** Strategy C – The Board will support applicable cross-ministry initiatives.
Framework for a Healthy Alberta Focused on reducing injury and chronic disease by supporting healthier behaviours	**Goal #1 – Substance: Treat all individuals that contact the Board with fairness and respect and decide matters with impartiality, integrity, and in accordance with principles of natural justice.** Strategy B – The Board will provide sound written decisions. Strategy C – The Board will provide a fair hearing process. Strategy D – The Board will strive to continually improve the way it conducts its processes.

with prevention and promotion programs encouraging Albertans to take greater responsibility for their personal health.	**Goal #2 – Process: Effective and efficient resolution of all matters before the Board.** Strategy A – The Board will use mediation where appropriate. Strategy B – The Board will strive to continually improve the way it conducts its business. Strategy E – The Board will seek opportunities for innovation. **Goal #3 – Community: Effective and efficient resolution of all matters before the Board.** Strategy D – The Board will reflect environmental values. **Goal #4 – People: Board Member and Staff Development** Strategy D – The Board will promote a healthy workplace. **Goal #5 – Government: The Board will support applicable Government of Alberta Initiatives.** Strategy C – The Board will support applicable cross-ministry initiatives.
Environmental and Resource Development Regulatory Framework Framework will make the resource development regulatory system more effective based on the principles of one application, one approval, one regulator, one appeal, and clear, transparent accountability.	**Goal #1 – Substance: Treat all individuals that contact the Board with fairness and respect and decide matters with impartiality, integrity, and in accordance with principles of natural justice.** Strategy A – The Board will promote fairness in its mediations. Strategy B – The Board will provide sound written decisions. Strategy C – The Board will provide a fair hearing process. Strategy D – The Board will strive to continually improve the way it conducts its processes. **Goal #2 – Process: Effective and efficient resolution of all matters before the Board.** Strategy A – The Board will use mediation where appropriate. Strategy B – The Board will strive to continually improve the way it conducts its business. Strategy C – The Board will work to streamline its procedures. Strategy E – The Board will seek opportunities for innovation. **Goal #3 – Community: Effective and efficient resolution of all matters before the Board.** Strategy A – The Board will provide public presentations and training. Strategy B – The Board will provide information on the Board to the public. Strategy C – The Board will establish and maintain contact with other tribunals. **Goal #5 – Government: The Board will support applicable Government of Alberta Initiatives.** Strategy C – The Board will support applicable cross-ministry initiatives.

Aboriginal Policy Framework Long term commitment to increase collaboration among First Nation and Metis communities, governments and private sector.	**Goal #1 – Substance: Treat all individuals that contact the Board with fairness and respect and decide matters with impartiality, integrity, and in accordance with principles of natural justice.** Strategy A – The Board will promote fairness in its mediations. Strategy C - The Board will provide a fair hearing process. Strategy D – The Board will strive to continually improve the way it conducts its processes. **Goal #2 – Process: Effective and efficient resolution of all matters before the Board.** Strategy A - The Board will use mediation where appropriate. Strategy B – The Board will strive to continually improve the way it conducts its business. **Goal #3 – Community: Effective and efficient resolution of all matters before the Board.** Strategy A – The Board will provide public presentations and training. Strategy B – The Board will provide information on the Board to the public. Strategy C – The Board will establish and maintain contact with other tribunals. **Goal #5 – Government: The Board will support applicable Government of Alberta Initiatives.** Strategy C – The Board will support applicable cross-ministry initiatives.

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